



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CEHR-ZE

28 MAR 1997

MEMORANDUM FOR Commanders, Major Subordinate Commands  
Commanders and Directors, Laboratories and Separate Field Operating  
Activities  
Directors and Office Chiefs, HQUSACE

SUBJECT: Recruitment and Selection Policy for GS-15 and Supervisory GS-14 Positions

1. We have made some progress in increasing the diversity of our workforce, both in terms of our people and in the breadth of their experience in different organizations. I believe that we can do better. There must be more senior level commitment and involvement in the recruitment and selection of our GS-15 and supervisory GS-14 positions. We must be truly willing to invest in our people.
2. The enclosed policy reflects a strategy which will allow us to make corporate selections for all GS-15 positions. The process described in the attachment is effective immediately, and will be used for all positions for which a final selection has not been approved. In addition, to ensure that we continue to develop individuals in feeder groups for our senior level positions, we must begin to develop a corporate strategy for selections at the GS-14 level. Accordingly, selection authority for all supervisory GS-14 field positions will now reside with MSC commanders. These new processes do not detract from your obligation to ensure full compliance with affirmative outreach, recruitment, and selection, nor your responsibility to observe other rules and regulations concerning specific career programs or recruitment and selection procedures.
3. As commanders and staff directors, you are ultimately accountable for the composition of your work force. Putting the right team in place is one of the greatest legacies you can leave your organizations; it is also one of your primary responsibilities. Your full support and cooperation in this selection process will ensure our future leadership team fully reflects our corporate strategy of a talented, productive, and diverse work force which will enable the Corps to enhance its value to the Army and the Nation.

A handwritten signature in black ink, appearing to read "Joe N. Ballard", is positioned above the printed name.

JOE N. BALLARD  
Lieutenant General, USA  
Commanding

**RECRUITMENT AND SELECTION POLICY FOR ALL USACE  
GS-15 AND SUPERVISORY GS-14 POSITIONS**

Commanders will be personally involved in determining a recruitment strategy for all GS-15 positions which will ensure a diverse candidate pool. Selection panels will be convened for all GS-15 positions. Division Commanders will Chair the selection panel for all GS-15 positions at the district and field levels. The USACE Chief of Staff will Chair the Selection Panel for all GS-15 positions at the division, headquarters, and other field activities, including labs. The Chair will approve in writing the screening criteria to be used by the selection panel, and designate a minimum of three panel members to include the Chair, the supervisor of the position, and an SES from HQUSACE. The selection panel will participate in making a recommendation to the DCG. The DCG will make the selection.

Division Commanders will establish a similar recruitment and selection policy for Supervisory GS-14 level positions and serve as selecting official. *(Consideration should be given to including Supervisory GS-13 selections also.)*

Vacant GS-15 level positions will be filled competitively using the following process. Exceptions must be approved by the CG/DCG:

1. Each USACE activity with a GS-15 vacancy will determine what outreach efforts are required to ensure well qualified minority and women candidates are in the applicant pool. This must include the personal involvement of the Commander with the vacancy. For positions covered by the Army Civilian Career Evaluation System (ACCES), activities must assist applicants in getting registered in the appropriate central referral inventory. For CP18 positions, activities will forward the applications of non-Army status applicants to CEHR-C, in accordance with AR 690-950, Chapter 11. *(This will require considerable "up front" planning to fill these vacancies.)*
2. The Commander will approve in writing all criteria selected. For positions filled using merit promotion, the Commander will serve on the ad hoc panel to develop the best qualified candidates.

3. Upon receipt of the referral list the activity will coordinate with the appropriate Chair to convene a selection panel to review the qualifications of the candidates. The panel will be comprised of knowledgeable individuals at or above the grade level of the vacancy and will include minimally the Chair, the supervisor of the position, and an SES member from HQUSACE. HR and EEO advisors should be available for assistance with the process. (Note, some career programs require Functional Chief involvement in key selections. AR requirements must be met.)

4. The selection panel will make a recommendation to the DCG, who will make the final selection. The recommendation should include documentation on the criteria used by the panel, comparison of the candidates and the rationale for its recommendation.

5. The DCG will notify the appropriate Chair of the selectee. The Chair will document that selection and return the referral list to the activity for further processing.

6. The activity is responsible for notifying candidates of the final selection, maintaining the recruitment files and ensuring that the process includes the CPAC/CPOC representatives at each appropriate step. This policy does not supersede any Army requirement and care should be taken to meet those requirements.